



**SOMALIA UN MPTF**

**JOINT SECURITY SECTOR GOVERNANCE PROGRAMME**

**FINAL REPORT**

**Period: April 2019 to June 2021**

<b>Project Name</b>	Joint Security Sector Governance Programme (JSSGP)
Gateway ID	00116195
Start date	26 April 2019
Planned end date (as per last approval)	30 June 2021
Focal Person(s)	(Name): Doel Mukerjee
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Participating UN Entities	UNDP, UNSOM
NDP-9 Pillar	Pillars 2 and 3: Consolidating Peace, Inclusive Politics, Security and Rule of Law; Strand 2A and Strand 2B: Accelerating the development of Somali security institutions towards an end-state of having in place effective, accountable, affordable and self-sustaining Somali security sector institutions with civilian oversight.
UNSF Strategic Priority	SP2: Supporting institutions to improve Peace, Security, Justice, the Rule of Law and safety of Somalis
SDG(s)	SDG16
Location	Federal Government of Somalia, Benadir Regional Administration – Mogadishu, and Federal Member States (FMS) of Jubaland, South West State, Galmudug, HirShabelle, Puntland
Gender Marker	2

<b>Total Budget as per ProDoc</b>	<b>10,961,323</b>
MPTF:	EU: 4,847,469.69; SWE: 1,150,902.12
Non-MPTF sources:	UK FCO: 546,648.63 UK FCDO: 674,494.00 UNDP TRAC: 3,332,817.83 (around 200k moved over to SSR-IP)

	PUNO	Report approved by:	Position/Title	Signature
1.	UNDP	Jocelyn Mason	Resident Representative	
2.				

Total MPTF Funds Received				Total non-MPTF Funds Received		
PUNO	Semi	Cumulative	Annual	Semi	Cumulative	Annual 2020



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	<b>Annual 2021 (1)</b>		<b>2020</b>	<b>Annual 2021 (1)</b>		
	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020
<b>JP Expenditure of MPTF Funds<sup>1</sup></b>				<b>JP Expenditure of non-MPTF Funds</b>		
<b>PUNO</b>	<b>Semi Annual 2021 (1)</b>	<b>Cumulative</b>	<b>Annual 2020</b>	<b>Semi Annual 2021 (1)</b>	<b>Cumulative</b>	<b>Annual 2020</b>
	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020	1 January - 31 June 2021	From prog. start date	1 Jan – 31 Dec 2020

**HIGHLIGHTS**

- The development of key line ministries (MOIS, FMS MOIS and MOD) was demonstrated by a 47% average increase in improved administrative capacity, recorded through assessments and perception surveys, conducted by OPM capacity building team with UNDP support, much of which can be directly linked to the support and training provided by the programme.
- All beneficiary institutions were trained and supported to develop Institutional Development and Capacity Building Plans (ID&CBPs) to guide each institution’s training, personnel and resources requirements. 75% of planned trainings in the Institutional Development and Capacity Building Plans were carried out with funding from the programme, resulting in 1,867 participants from security sector institutions receiving training, of which 586 were female.
- Through continuous mentoring, guidance, training and capacity injection, the Ministries of Security in Galmudug, Hirshabelle, Jubbaland and South-West State were developed from an initial low level of capacity to a level where they are capable of core involvement in complex security sector planning and basic oversight for the rollout of police.
- The programme enabled the establishment and capacitating of Regional Security Offices (RSOs) in all 5 FMSs and Banadir. The establishment of RSOs has been critical to coordination between the federal and state governments on the Somali Transition Plan, and has contributed to improved coordination within each FMS, including support to Regional Security

<sup>1</sup> **Uncertified expenditures.** Certified annual expenditures can be found in the Annual Financial Report of MPTF Office (<http://mptf.undp.org/factsheet/fund/4SO00> )



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Councils.

- The programme contributed significantly to enhanced coordination between FGS and FMS levels through the work of the Office of National Security and the Regional Security Offices in relation to the Somali Transition Plan and the Security Analysis Unit in the Office of the Prime Minister, responsible for the SJC/CAS. It funded several critical posts at FMS and FGS levels that have provided leadership in security development in Somalia during the programme period.
- The programme was instrumental in developing and building the capacity of Members of Parliament that facilitated the passing of the Gratuity and Pensions bill. The programme also launched a pilot with Galmudug Federal Parliament that included training on security sector oversight, which was later carried out in all FMS.

### HIGHLIGHTS OF KEY ACHIEVEMENTS

1. The capacity of key security institutions at both FGS and FMS level has been significantly developed and increased over the timeframe of the programme, resulting in an average 47% increase in capacity and facilities of beneficiary institutions since the last round of assessments in 2019, and revealed through Functional Capacity Building Assessments undertaken by the Office of the Prime Minister Capacity Building Team. This has been achieved through initial capacity injection to previously understaffed or non-existent security entities, and through a comprehensive series of capacity building trainings across a broad range of themes with a total of 1,867 participants that work in security oversight institutions.
2. Somali ownership of security sector development was enhanced through the creation of individual Institutional Development & Capacity Building Plans (ID&CBPs) enabling institutions to better understand and plan their own structure, development priorities, personnel and trainings requirements, and through a Training of Trainers programme to develop trainers from each institution, who have subsequently delivered a series of in-house trainings. These measures have increased the sustainability of security sector development by providing the tools needed for further Somali-led capacity building. Approximately 75% of the planned training in the ID&CBPs was implemented under the programme.
3. Heightened oversight capacity of security institutions has increased coordination in the Somalia security sector. The Office of the Prime Minister increased engagement in reenergizing the Comprehensive Approach to Security (CAS) coordination structures and strengthened linkages to the Security and Justice Roadmap, whilst the Office of National Security has undertaken an oversight role of the RSOs across the FMS and delivered the Somali Transition Plan.
4. Partner security institutions, in cooperation with the UN and other line ministries, have worked to deliver a coordinated national response to COVID-19 at both FGS and FMS levels to provide consistent information to the public and to combat harmful misinformation.
5. Multiple baseline assessments and regular 3<sup>rd</sup> party evaluations were carried out during the course of the programme, ending with final assessments that have given significant insights into the status and the challenges of the institutions. On average a 47% increase in capacities and facilities were reported by the beneficiary institutions and around 75% of the planned training activities were delivered, which in some cases explains the increase in human resources capacity, especially at the FMS level.



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**SITUATION UPDATE**

The Joint Security Sector Governance Programme began implementation following the signing of the Programme Document in April 2019. Originally intended to close on 31 December 2020, the programme was extended for a further 6 months following discussions between government institutions, the Donors and the UN to prevent a serious vacuum in security oversight institutions as some of them, in particular the Regional Security Offices (RSOs) and some Federal Member States (FMS) Ministries of Security were entirely dependent on the programme resources and support. The programme launched a Joint National Review in October 2020 that highlighted the challenges and opportunities with the programme. The extension which was endorsed by the Programme Steering Committee offered a critical opportunity to enhance programme management and oversight.

The volatile situation in Somalia over the course of the programme had some negatives impact on implementation. Chief among these was the global spread of COVID-19 and the resulting impact on in-country UN presence, communication and cooperation with national counterparts, and the ability to conduct key programme activities. Also significant was the fluctuating level of insecurity, often relating to Al-Shabaab activity, which included the long-term operational impact on MoIS staff and infrastructure resulting from the major July 2018 attack. Finally, the political turmoil around the 2021 elections and the fighting between government and opposition forces in Mogadishu resulted in some difficulties in the implementation of the programme, as the security sector was forced to prioritize tackling these issues and FGS focus was to some extent drawn away from reform processes.

However, in spite of these challenges, the programme accelerated implementation during extension period and managed to spend 98% of the programme funding and all of the activities envisioned in the annual work plan for the extension period.

**PROGRESS REPORT RESULTS MATRIX**

<b>Output 1: Federal security institutions have increased professional capacity to exercise oversight, deliver security services and coordinate the federal approach to security in accordance with their mandates, and in compliance with human rights standards.</b>		
<b>Sub-output 1.1: Support Ministry of Internal Security (MOIS) to implement its Institutional Development &amp; Capacity Building Plan (ID&amp;CB Plan) to improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization<sup>2</sup>.</b>		
<b>INDICATOR</b>	<b>TARGET (2021 AWP)</b>	<b>PROGRESS ON OUTPUT INDICATOR</b>
MOIS ID&CB Plan	At least 70% of MOIS ID&CB Plan Implemented	MOIS ID&CB Plan 2018-19 ID&CBP produced and progressively implemented. MOIS ID&CB Plan 2020-2021 completed in 2020.
# staff appointed	Ministry has expertise to implement the transition period key strategic priorities	7 staff (F:1; M:6) employed at end June 2021. Meritocracy-based recruitment overseen by UNDP to support a comprehensive training package, Police development, Maritime, STP and electoral security planning.
# people trained (M/F) in civilian administration in line with other ministries as per	All staff in the Policy & Legal and Planning & Development receive specialized training	In 2019-2020, 344 MOIS staff (F: 87; M: 257) trained in human rights, security sector reform, gender, child protection, trauma/stress management, leadership, code of conduct and core office skills.  3 MOIS staff trained as trainers enabling them to deliver further trainings, including in the areas

<sup>2</sup> Support to MOIS through the *Institutional Development and Capacity Building for the FGS Ministry of Internal Security Project* commenced in February 2018.



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MOIS Training Plan with increase in knowledge.		<p>of human resources management, asset management, procurement and financial control and reporting.</p> <p>26 MOIS staff (F:13, M:13) completed training on leadership, management, core office skills and thematic expertise in October 2020. Training provided by 3 internal trainers from MOIS, capacitated through JSSGP ToT training in August and November 2020.</p> <p>From 22 May to 20 June 2021, 20 participants (M:16, F:4) from the MOIS Policy &amp; Legal and Development &amp; Planning departments received induction training, collective training and individual on the job training with a validation exercise at the end.</p> <p>From 19-20 June 2021, 35 participants (M:5, F:30) from MOIS, OPM, MoWHR, MOD, SNA, and the Police attended a Gender empowerment and mainstreaming workshop.</p>
MOIS policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention.	Policy & Legal and Planning & Development Departments have a clear a) organogram, b) clear TORs for all staff, c) clear SOPs	Leadership and management capacity enhanced through in-house training completed in October 2020 for 26 MOIS staff (F:13, M:13). Training package in 2021 included development of policies and guidelines for the ministerial core functions in legal and policy and development and planning.
Functional MOIS leads its public administration.	Enhanced functionality within the MOIS.	Functionality of the MOIS increased through monthly support included provision of wi-fi, fuel, water, electricity and office consumables. MOIS building refurbishment supported with new office and ICT equipment, repairs to building and assessment of the wider security needs.
# of meetings led by MOIS with FMS security ministries and related committees.	At least 2 coordination meetings at federal and FMS level (council of security ministries)	MOIS coordination with FMS MOS is continuous at technical level. MOIS hosts variety of meetings including CAS 2B; SPF Payroll Reform Working Group.
<b>Sub-output 1.2:</b> Somali police payroll and personnel administration is reformed, led by MOIS <sup>3</sup> .		
	Reforms of the Police Force payroll and personnel management in accordance with the project TORs implemented.	<p>Payroll reform ongoing and in compliance with FGS MOF led payroll process. SPF Payroll Reform Committee formed with TOR (Members – MOIS; MOF; SPF; EU; UN). Reform report submitted recommending ICT enhancements, which have been procured.</p> <p>Ongoing reconciliation of SPF verification data for PL, SWS, GL and HS.</p>
<b>Sub-output 1.3:</b> Strengthen oversight and coordination between FGS and FMS on the handling and treatment of disengaged combatants		
Report with recommendations to FGS & FMS. # of meetings and reports.	N/A	Removed – not funded
# of national reports on the Handling & Treatment of	N/A	Removed – not funded

<sup>3</sup> This output is included in the Institutional Development and Capacity Building for the FGS Ministry of Internal Security Project.



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Disengaged Combatants.		
<b>Sub-output 1.4:</b> Ministry of Defence (MoD) exercises oversight of its services, agencies and departments through increased professionalization.		
Draft MoD ID&CB Plan	30% of the ID&CB plan implemented	ID&CBP Workshop completed in January 2020 for 26 MoD staff (F:7, M:19). MOD ID&CBP for 2020-2021 completed in August 2020.
# staff appointed	Ministry has expertise to implement the ID&CB Plan, NDP, MAF and the STP	Generic TORs provided. Competitive recruitment undertaken. 12 staff (F:2; M:10) employed at end June 2021
# senior level meetings	Effective FGS-FMS security (coordination) meetings	Operational support included in LoA for SNA registration including travel support. JSSGP funded staff participated on behalf of the Ministry in multiple coordination meetings including Stabilization meetings and CAS working group meetings.
# people trained (M/F) in civilian administration in line with other ministries as per MoD Training Plan with increase in knowledge.	Staff receive specialized training	<p>ID&amp;CBP Workshop for 26 MoD staff (F:7, M:19) held in Jan 2020 also provided training on deliverables and SSG&amp;SSR.</p> <p>Training on leadership, management, core office skills and thematic expertise completed in September for 36 MOD staff (F:7, M:29).</p> <p>3 MOD staff trained as trainers enabling them to deliver further trainings, including in the areas of human resources management, asset management, procurement and financial control and reporting.</p> <p>36 MOD staff (F:7, M:29) completed training on leadership, management, core office skills and thematic expertise in October 2020. Training provided by 3 internal trainers from MoIS, capacitated through JSSGP ToT training in August and November 2020.</p> <p>From 19-24 June 2021, 40 participants (M:34, F:6) from MOD received a comprehensive training package covering subjects from Leadership and management, administration, report writing, SSR, Human rights.</p>
MoD policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention.	Enhanced leadership and management capacity within MoD.	<p>Leadership and management capacity enhanced through in-house training completed in October 2020 for 36 MOD staff (F:7, M:29)</p> <p>Following policies developed supported by JSSGP: Gender policy, Human Rights Policy for Defense, Military Police management and control procedures, Defense ACT, Training policy and Administration and Finance management policies for SNA</p>
Safe and productive office environment.	JSSGP funded consultants develops a robust asset management, filing and inventory system and guidelines to maintain it in line with the ID&CB	Vehicle hire support for key advisors to perform their duties
<b>Sub-output 1.5:</b> The Office for National Security (ONS) develops and implements the ONS Institutional Development & Capacity Building Plan (ID&CB Plan) with a clearly defined mandate and relationships to the OOP, OPM and other FGS security institutions.		
# ONS staff participate in workshops for the mapping of the roles and responsibilities	Knowledge of mandate of ONS	Workshops for ONS and RSOs on ID&CBP completed in July and November 2019. 30 Staff participated (F:4, M:26).



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# ONS ID&CB Plan finalized.	ONS ID&CB Plan finalized.	ONS ID&CB has delivered one year Action Plan that clearly sets out outputs, objectives, activities and results to be achieved in support of institutional development
# staff appointed and paid	ONS has expertise to implement the transition period key strategic priorities	5 staff (F: 2; M:3) advisors/consultants employed at end June 2021.
# people trained with improved knowledge as measured by pre- and post-tests (M/F).	Key staff have received training in line with other ministries as per ONS Training Plan.	Two ID&CB planning workshops held for RSOs and ONS in July and November 2019, 30 participants (F:4; M:26).  Following a re-evaluation of the needs of the ONS and RSOs, funds for further training workshops were instead utilized to coordinate work around the development of the revised STP.
Quality and quantity of reports and papers.	ONS developed at least 2 SOPs or systems that underpin the TOT training (M&E, Reporting, Asset management, etc)	Identification of M&E focal points and design and refinement of quarterly institutional reporting templates.  ONS led the assessment of the implementation of the STP, supported by JSSGP funded consultants. Reporting was moved back to monthly reporting from every individual in addition to ONS producing quarterly report.
Safe and productive office environment	Enhanced functionality within ONS.	Support provided for office refurbishment, including provision of ICT equipment for data storage
# meetings and events; reports from meetings and events	ONS facilitates key security events on behalf of FGS	ONS-RSOs in-person meeting held 20-22 Feb 2020. Regular virtual coordination meetings held between the ONS and the RSOs.
<b>Sub-output 1.6:</b> The Office of the Prime Minister (OPM) exercises oversight of its services, agencies and departments through increased professionalization.		
OPM staff participate in IDCBP workshop	Knowledge of mandate of OPM	Workshop for OPM on ID&CBP completed in August 2019. 22 staff participated (F:7, M:15).
ID&CB plan	OPM ID&CB Plan finalized.	OPM ID&CB Plan was finalized.
# staff appointed and paid	OPM staffed with qualified and competent personnel.	16 (F:4 M:12) advisors/consultants employed at end June 2021, including 3 ad hoc brought in due to elections temporarily and 1 person to enhance cyber security
# people trained with improved knowledge as measured by pre- and post-tests (M/F).	Key staff have received training in line with other ministries as per OPM Training Plan.	Two virtual trainings held: 1. Security sector reform was held on 15-16 June 2020 for 19 staff (F:10, M:9) 2. Gender, Women, Peace and Security on 17 June 2020 for 16 staff (F:10, M:6)  Training on leadership, management, core office skills and thematic expertise completed in September 2020 for 20 OPM staff (F:5, M:15).  3 OPM staff trained as trainers enabling them to deliver further trainings, including in the areas of human resources management, asset management, procurement and financial control and reporting.  From 08-10 May 2021, 27 participants (M:18, F:7) from the OPM SAU received Security Management, Report Writing and Financial Management training.  From 27-29 June 2021, 20 (M:15, F:5) participants from OPM received IT training



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# coordination and meetings/events	All ministries have developed at least 2 SOPs or systems that underpin the TOT training (M&E, Reporting, Asset management, etc.)	SJC convened on 1 <sup>st</sup> December 2020, supported by the SAU.  OPM advisors supported beneficiary ministries by conducting a comprehensive assessment and provided several trainings to on electoral security, strategic planning, M&E, reporting, administration and finance in MOIS Puntland, MOS Galmudug, MOS SWS, MOD and MOIS FGS.
Safe and productive office environment	Enhanced functionality within OPM	Support provided for office refurbishment, including provision of ICT equipment for data storage.
<b>Output 2: Federal Member State security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates, and in compliance with human rights standards.</b>		
<b>Sub-Output 2.1:</b> Ministry of Security (MOS) in each FMS to implement its Institutional Development & Capacity Building Plan (ID&CB Plan) to improve administrative capacity and to exercise oversight of its services, agencies and departments through increased professionalization.		
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR
Draft MoS ID&CB Plan for each FMS	MoS ID&CB Plan for each FMS finalized.	ID&CB workshops held for SWS and Puntland MOSs in Nov and Dec 2019 respectively.  Virtual ID&CBP workshop organized in August for the Jubaland MoS, attended by 15 participants (F:2, M:13).  Virtual ID&CBP workshop organized in August for the Hirshabelle MoS, attended by 6 participants (F:1, M:5).  Finalized ID&CB Plans delivered by Puntland, SWS, Hirshabelle, and Jubaland MOSs.
# staff appointed.	Ministry has expertise to implement the transition period key strategic priorities. Completion of measurable deliverables in the TORs	41 advisors/consultants (F:6, M:35) employed in the FMS MOSs at end June 2021.
# people trained (M/F) in civilian administration in line with other ministries as per MoS Training Plan with increase in knowledge	All JSSGP funded consultants and staff in ministry are exposed to training to increase capacity in the ministry.	JSSGP ToT training completed with 3 participants from each from GM, JL, HS and SWS MOSs in October and November 2020.  Follow up In-house training completed by the 3 trained trainers in GM MOS on leadership, management, core office skills and thematic expertise completed in November and December for 25 staff (F:8, M:17).  Follow up In-house training completed by the 3 trained trainers in SWS MOS on leadership, management, core office skills and thematic expertise completed in December for 25 staff (F:8, M:17).  3 staff from each of GM, JL, HS and SWS MOSs trained as trainers enabling them to deliver further trainings, including in the areas of leadership, management, core office skills and thematic expertise, human resources management, asset management, procurement and financial control and reporting.  Puntland MOS/DDR organized a training in November/December 2020 for 61 MOS staff (F:19,





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		<p>M:42) to implement its Institutional Development &amp; Capacity Building Plan (ID&amp;CB Plan) by improving capacity to exercise oversight of its services, agencies and departments through increased professionalism.</p> <p>From 20-29 March 2021, 20 participants (M:16, F:6) from Puntland MOS&amp;DDR received comprehensive training package.</p> <p>From 22 May to 27 June 2021, 25 participants (M:19, F:6) from SWS MOS received comprehensive training package.</p> <p>From 24 May to 28 May 2021, 39 participants (M:32, F:7) from Puntland MOS&amp;DDR received training on SSR, coordination mechanisms, strategic planning and communications systems from OPM trainers</p> <p>From 31 May-07 June 2021, 25 participants (M:20, F:5) from Hirshabelle MOS received capacity building Training on communications, conflict resolution and asset management.</p> <p>From 31 May-16 June 2021, 41 participants (M:34, F:7) from Galmudug MOS received comprehensive training package.</p> <p>From 15-23 June 2021, 25 participants (M:19, F:6) from Hirshabelle MOS received leadership and management training.</p> <p>From 19-28 June 2021, 25 participants (M:19, F:6) from Puntland MOS&amp;DDR received capacity building training including Security Analysis and Reporting, Community Policing and Human Rights, Financial Management, Office Administration and Management.</p>
MOS policies, reports, meeting outcomes, inter- and intra-ministerial engagement, staff retention	Enhanced leadership and management capacity within MOS.	<p>Leadership and management capacity enhanced through in-house training completed for GM MOS in November and December 2020 for 25 staff (F:8, M:17), and for SWS MOS in December 2020 for 25 staff (F:2, M:23).</p> <p>OPM assessments revealed extensive progress in beneficiary institutions where policies were in place, HRM systems implemented, documentation improved and basic functions now operational.</p>
Safe and productive office environment.	Enhanced functionality of FMS MOS.	Support provided for SWS MOS through provision of office furniture, equipment and ICT. Support for Puntland MOS office through improved internet and water supply.
Quality and quantity of reports and papers	Enhanced analysis capacity for FMSs MoS.	<p>ToT Trainings and follow up in-house trainings completed included report writing skills.</p> <p>The programme reinstated monthly reports from each JSSGP funded staff which improved oversight but the quality of reporting with proper TORs also meant overall improvement in reports.</p>
<b>Sub-output 2.2:</b> FMSs & BRA RSO each develops and implements the RSO Institutional Development & Capacity Building Plan (ID&CB Plan) with a clearly defined mandate.		
FMS RSO ID&CB plans drafted.	FMSs & BRA RSO ID&CB Plan finalized.	ID&CB planning workshops conducted for all RSOs in July and November 2019. Finalized ID&CB plans were prepared by SWS, GM and HS, JL, PL and BRA in 2020
# RSOs staff participate	RSOs has expertise to implement the transition period key strategic priorities. Completion of	<p>Two ID&amp;CB planning workshops held for RSOs and ONS in July and November 2019, 30 participants (F:4; M:26).</p> <p>SWS RSO delivered a training on Civilian Oversight in the Security Sector to 30 participants from</p>



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	measurable deliverables in the TORs; RSOs develop strategic plans for 2021	Police, Justice Actors and Civilian Groups. Regular interactions with ONS and RSOs revealed firm understanding of mandate and added value. RSOs supported ministries, State Houses and Ministries with multiple policy and planning support.
# staff appointed and paid	RSOs staffed with qualified and competent personnel.	30 staff (F:6; M:24) employed in RSOs at end June 2021
Safe and productive office environment.	Functional RSOs with qualified personnel.	Packages of office equipment and ICT for each RSO procured from Danish funding were delivered to each of the RSOs in March/April 2020 following the delivery of their ID&CB Plans.
<b>Output 3: Somali Federal and Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.</b>		
<b>Sub-output 3.1:</b> FGS and FMS Parliaments exercise oversight over the security sector.		
INDICATOR	TARGET	PROGRESS ON OUTPUT INDICATOR
ID&CB Plan for each Committee.	Signed off ID&CB Plan for all Committees.	No progress.
# committee members participating in capacity building activities.	1 FMS Legislature is supported to build capacity to increase civilian oversight capacity as a pilot	In October 2019, House of the People (HOTP) Defence Committee chair participation in IMF/World Bank Global Parliamentary workshop.  On 02 December 2019, the first joint meeting of Upper House Security & Defence Committee with HOTP Defence Committee was attended by 8 committee members.  Orientation session on the roles and responsibilities of MPs for HOTP Defence Committee • Workshop on legislative review of the Pension and Gratuities Draft Bill for HOTP Defence Committee • Public hearings conducted by the HOTP Defence Committee • Joint Consultation Session of the Pension and Gratuities Draft Bill with HOTP Defence Committee and Upper House Security-Defence Committee • Office equipment provided to HOPT Defence Committee
# committees' meetings, minutes, reports & submissions.	# Hearings, Committee meetings, and public meetings.	Facilitated the first joint meeting of Upper House Security & Defence Committee with HOP Defence Committee on 02 December 2019, which focused on the oversight parliamentary role; the fiscal implications and the status of the pension and gratuities draft bill; and the defence and budget allocations in the FGS state budget proposal for 2020.
# draft & reviewed laws tabled in Parliaments.	Security related law drafted and/or reviewed by Committees.	Review and amendment of the Pension and Gratuities Draft Bill by the HOTP Defence Committee.  Public hearings conducted by the HOTP Defence Committee on the reviewed draft bill on Pension and Gratuities Bill.  Joint Consultation Session of the Pension and Gratuities Draft Bill with HOTP Defence Committee and Upper House Security-Defence Committee, resulting in approval of the Pension and Gratuities Draft Bill by the Federal Parliament of Somalia and submission to the President for promulgation.
# of participants in capacity building activities with increase in knowledge to hold the security sector	The House of the People (HOTP) Defence Committee gains the knowledge to hold the defence sector	Parliamentary training sessions included in the JSSGP Training Concept, but no training activities completed.  The session with the Galmudug State Parliament with 20 participants (F:4, M:16) focused on accountability and the security sector and Parliament's role in that respect.



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accountable through implementation of its approved ID&CB Plan.	accountable through implementation of its approved ID&CB Plan.	
Functional HOPT Committee exercising oversight.	Enhanced functionality of the HOPT Committee.	Provision of a modest suite of equipment and ICT supplies for HOPT Committee room, including computers (4), printer (1), projector and screen (1), conference table (1) and chairs (20).
# parliamentary network events attended by HOTP Defence Committee	At least 3.	HOPT Committee planned to conduct a parliamentary study tour to Rwanda but the visit has been delayed indefinitely due to COVID-19.
# meeting minutes, reports and correspondence.	The House of the People (HOTP) Security Committee gains the knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	No progress.
# parliamentary events attended by the HOPT Security Committee	At least 3.	HOPT Committee planned to conduct a parliamentary study tour to Rwanda but the visit has been delayed indefinitely due to COVID-19.
# of participants with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	The Upper House (UH) Security Committee gains the knowledge to hold the defence and security sector accountable through implementation of its approved ID&CB Plan.	During the latter part of 2020 with elections ahead, there was limited engagement with the federal parliament and during the JSSGP extension period their mandate had de facto expired. The UNSOM-UNDP Integrated SSR Section commenced engagement with federal parliaments and launched a pilot with the Galmudug Parliament to brief members on security developments and trained them on the parliament has in security sector oversight, which was later carried out with all FMS parliaments.
Functional UH Committee exercising oversight.	Enhanced functionality of the UH Committee.	No progress.
# parliamentary network events attended by UH Security Committee.	At least 3.	No progress.
# of participants in capacity building activities with increase in knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	All FMS Parliamentary Security Committees gain the knowledge to hold the security sector accountable through implementation of its approved ID&CB Plan.	The UNSOM-UNDP Integrated SSR Section commenced engagement with federal parliaments and launched a pilot with the Galmudug Parliament to brief members on security developments and trained them on the parliament has in security sector oversight, which was later carried out with all FMS parliaments.  The session with the Galmudug State Parliament with 20 participants (F:4, M:16) focused on accountability and the security sector and Parliament's role in that respect.
Functional Regional	Enhanced functionality of	No progress.



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Assembly Committees exercising oversight.	the Regional Assembly Committees.	
<b>Sub-output 3.2:</b> Strengthen civil society engagement in security sector governance.		
Reports with recommendations to FGS & FMS. # meetings and reports.	Security sector policy that is more inclusive of the impacts on civil society.	No progress.
# Focus Groups at FGS and FMS level, 1 national Conference, 1 report to Federal Parliament & Regional Assemblies	Functioning civilian oversight mechanisms include women and contribute to law-abiding, accountable and transparent security sector institutions.	ToR developed for improving CSO engagement in security sector. National consultant recruited for development and facilitation of focus group discussions with CSOs. Due to COVID in 2020 this was suspended.  Each FMS ministries were awarded with budgets to encourage civil society outreach. Jubaland MOS organized large gathering with Civil Society, but others to much less degree. However, a part of the training conducted at FMS level, the modules also looked at mandates of the ministries and their responsibilities in producing inclusive policies.
Quality and quantity of reports and papers	Enhanced analysis capacity for FGS Parliament	Not budgeted for 2021.

**NARRATIVE**

The outputs of JSSGP were as follows:

Output 1: Federal security institutions have increased professional capacity to exercise oversight, deliver security services and coordinate the federal approach to security in accordance with their mandates, and in compliance with human rights standards.

Output 2: Federal Member State security institutions have increased professional capacity to exercise oversight and deliver security services in accordance with their mandates, and in compliance with human rights standards.

Output 3: Somali Federal and Member State legislatures have increased professional capacity to exercise oversight in accordance with their mandates.

To achieve these outputs the programme supported 16 security institutions across the country at both FGS and FMS levels with human resources injection, capacity building, training and/or operational support over a period of two and a half years. The programme initially injected a total of 177 persons into beneficiary institutions to overcome significant gaps in human resources, especially at the FMS level. The programme equipped and refurbished several beneficiary institutions and provided advisors and consultants with extensive training and on the job mentoring. The programme concentrated on establishing the building blocks in ministries of security to do with administration such as finance, procurement and human resources to increase professionalism and accountability while work with other security institutions concentrated on security coordination, analysis and security sector oversight.

The programme significantly beefed-up capacity in the Federal Member States and enabled the establishment of six Regional Security Offices (RSOs), in line with the National Security Architecture (NSArch). It supported a number of critical posts in the Office of National Security to improve national coordination, weapons management, and later coordination around the STP. The Programme also supported the Security Analysis Unit in the Office of the Prime Minister responsible for the Security and Justice Committee and the Mutual Accountability Framework, and in 2021 the support was extended to also fund coordination around electoral security. This was also the case for the FMS line ministries. In the Ministry of Internal Security



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significant capacity building took place in two of the main departments: Legal & Policy and Development & Planning who also saw their facilities properly equipped whereby the departments are now properly manned and functioning. In MOD the support focused on improving administrative processes, capacity and accountability.

The programme strengthened planning in all of the security oversight institutions through the training and development of the Institutional Development and Capacity Building Plans (ID&CBPs). This support increased the local ownership and approximately 75% of the planned trainings in the IDCBCPs were supported with programme funds and concluded over the programme period

The number of advisors and consultants/staff was gradually reduced over the course of the programme using performance assessments by reviewing staff reports and through interviews that were conducted with each advisor/consultant on payroll to ensure they were up to the task, familiar with their terms of reference to promote efficiency, meritocracy and better human resources management. It was also a gradual approach to reduce heavy dependency on the programme without subjecting the beneficiary institutions to a sudden cliffhanger by pulling all support at once which would have had a negative impact on the important ongoing work in the security sector, as it became apparent that a large portion of the advisors/staff supported by the programme played a significant role in security sector development at both FMS and FGS levels.

The programme delivered over 40 trainings and workshops (some of which lasted for 2 weeks or more) and some of which were training of trainers to cascade the training throughout their respective institutions. Additionally, UNDP provided extensive operational support and regular on-the-job mentoring that contributed to significant improvements in beneficiary institutions administrative functions. These efforts resulted in measurable improvements in administration, human resource management, reporting, financial management and procurement.

The programme also contributed to improved coordination in the security sector, including through the work of the RSOs, both in the Federal Member States and in Banadir. Several important coordination events and assessments were funded, in particular in preparation for the STP. JSSGP funded advisors and staff also played a significant role in contributing to or enabling other programmes, such as the Joint Police Programme (JPP), Elections and the UNOPS Security and Justice Programme.

### **Other Key Achievements**

The programme played an instrumental role in supporting the development and the passing of the Pensions and Gratuity Bill for Security Forces in Federal Parliament, although it still awaits Presidential signature. The process was instrumental of how UN experts can provide substantive support to the formulation and the passing of important bills. In 2021 the programme also launched a training and an awareness workshop for the first FMS Parliament, namely Galmudug State Parliament, which was to be a precursor to extending the same to the other FMS parliaments that recognizes their important role in local security sector oversight.

**Number of beneficiaries in the listed trainings** – 1,867 (F:586, M:1,251 (30 not recorded)) participants of capacity building trainings, primarily consisting of security sector institution staff.

To note this does not begin to capture the number of workshops, coordination events or direct on-the job mentoring by the UNSOM-UNDP Integrated Security Sector Reform Section.



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### COVID-19 response

The pandemic necessitated a shift to a remote working modality from March 2020, representing a significant adjustment at first for many of the beneficiary institutions. This situation delayed implementation of many programme activities at first but was gradually overcome as programme staff and implementing partners adapted to virtual meetings and trainings. From April 2021, it was possible to resume in-person trainings and meetings, subject to strict safety protocols on PPE, hygiene and social distancing.

The OPM JSSGP team worked with the COVID-19 Response Task Force to develop a coordinated response to the COVID-19 situation, including public messaging of information on COVID-19 via TV, radio and social media, and via a mobilization and sensitization campaign that trained SNA doctors, nurses and band members as community facilitators to spread awareness on COVID-19 prevention. At the FMS level, each state established COVID-19 task forces, supported by the respective MOSs and RSOs along with other ministries, which worked to disseminate information to the public.

### Challenges (incl: COVID-19, Delays or Deviations) and Lessons Learnt:

- Longer term strategic planning needed: Supported by JSSGP, beneficiary institutions developed ID&CB Plans, which, while critical, are short term plans focusing on training and capacity building needs. What is missing in most cases are longer term strategic plans for the Ministries, in particular that take into consideration affordability, mandate and a future vision of what the institutions should look like.
- Lack of financial resources undermines progress: Financial resources are a major concern. There is an expectation that ministries and RSOs should play a serious role in security oversight and development, but their funding is either nonexistent or limited. Funding needs to be secured in the future in the FMS or FGS budgets.
- Staff capacity, meritocracy and accountability: Staff capacity remains a concern, in particular at the FMS level, although in the case of several JSSGP funded staff, constant support and engagement over a period of two and a half years has transformed some of the capacities that partially explain the increases in institutional capacity reported in the 2021 assessments. To make this sustainable, there needs to be more attention paid to civil service and a comprehensive solution found to capacitate ministerial staff. One ministry at the FMS level introduced meritocracy that saw several people being laid off that opened space for more capable persons, which in-turn transformed the ministry. Many ministries have multiple people on their payroll that do not turn up to work or contribute to ministry deliverables. Meritocracy and accountability need to be introduced to the ministries, as this will make room for more enthusiastic and capable staff.
- Challenges in recruiting more women: Attracting women to work in the security sector is a major challenge. Advertising posts is not enough, and there needing to be an active outreach to increase the role of women in the security sector, including fast-tracking or the introduction of junior professional programmes that empower women in the sector. This is particularly relevant at the FMS level, where the programme struggled to secure good female candidates through advertising.
- The importance of comprehensive training and mentoring: While the TOT training and subsequent training was deemed to have made a difference in increasing capacities in the ministries, a more hands-on comprehensive training package is likely to have more lasting benefits, drawing from the lessons learned from the MOIS training package that can serve as a model in other ministries.



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- The importance of leadership: Leadership is the key to success. Without proper leadership from DGs, reform will not take place. Involving the DGs in planning and including them in the training is more likely to produce results.
- Programme oversight requires serious effort and costs money: UNDP had to build a huge infrastructure around JSSGP to ensure that payments, channeled through Letters of Agreement, would undergo proper scrutiny to reduce corruption or inadequate documentation. A single payment will go through at least 7 persons in multiple steps. Holding national counterparts accountable when it comes to following rules and procedures takes a lot of effort. Inadequate documentation from national counterparts will increase transaction costs 2-fold and in some cases 5-fold. Inadequate documentation or wrong procedures e.g., when choosing vendors or purchasing services or goods puts a serious strain on the programme team, which has limited capacity which delays all other payments. During the transition period the programme team tried its best to plan jointly with national counterparts to prevent mistakes in carrying out activities, but this is an area that requires proper recourse and constant investment because it is a part of an important capacity building to improve overall governance
- Joint planning is key to success: Joint planning and constant engagement are the only way to achieve results. The way in which the JSSGP was initially set up resulted in funds being allocated to beneficiary institutions for operational costs and activities, which led in many cases to national beneficiaries deciding unilaterally on their expenditure and informing the programme afterwards. This practice was significantly reduced during the transition period, which produced increased consultation and joint planning. At the outset of a new programme, it would be advantageous to engage in a joint longer-term planning process, in particular on operational costs to achieve value for money and, for example, reduce the practice of large sums of money being spent on car rentals and other non-sustainable costs.
- Procurement and selection of vendors to be more transparent: Overall, institutions showed real improvement in managing hiring processes, procurement, documentation and finances and in most cases, systems were introduced into the ministries. However, this is an area where more work will be required namely in the selection of vendors and bidding processes that need to be more transparent.
- UN coordination and leveraging resources: UNSOM and UNDP have improved coordination significantly and are currently examining how to make this collaboration in future programming even more effective including using the good offices of the Mission to encourage reform.
- Uncertainties and delays with donor funding: Delays in donor funding and confirmation of commitment presented serious challenges in 2020 and again in 2021. In both years there was a 4-month delay/gap associated with receiving funds through the MPTF. UNDP was, however, able to mitigate against this by fronting funds to avoid delays with payments. Delays in receiving commitments also hampered the programme, whereby during the transition period the programme did not know its full resource envelope until 1 month into the programme delivery, which in turn generated delays with signing LOAs and serious delays with both salary payments and activities scheduled during the period. A future recommendation for the next generation of programmes is to think carefully about funding cycles and find ways to extract funds earlier for the funds to coincide with the spending period.
- Building on JSSGP – elevating SSR support: JSSGP was primarily focused on capacity building inside the ministries and security oversight institutions. The transition period was dedicated to better implementation of these outputs and making the programme more relevant (electoral security and STP). However, a future engagement should now elevate UN support to focus on what impact the oversight security institutions are having on enhancing security in the communities. Examining their role in improve security and accountability over the security forces needs to be at



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the forefront of future SSR programming.

- The risk of suspending support to security oversight institutions: There is no doubt that suspending all support to Somalia’s security oversight institutions would be detrimental to Somalia’s state-building process and present an unbalanced approach in delivering accountable security structures, particularly when compared to the scale of investments in defense forces and the police. The danger of this approach is clear, in that it undermines civilian oversight of the security sector that leads to erosion of trust of these institutions by the population. There is a breaking point with regards to how many posts can be unfunded until it starts to impact negatively on security sector development, in particular in relation to important activities ahead such as electoral security, the STP and more generally force generation and the implementation of the NSArch. JSSGP has endeavored, through robust scrutiny, to examine what this breaking point is and has recommended a bare minimum investment post JSSGP. However, the programme recognizes, jointly with beneficiary institutions, that development of a longer-term programme would give more certainty to future support, that would ultimately lead to sustainable institutions through strategic planning and support, leading to these institutions being brought onto the national budget.

**Gender**

Gender has been mainstreamed into the outputs of the JSSGP through the provision of specific gender markers in almost all sub-outputs. The gender markers are closely monitored during the planning and evaluation of activities to ensure that the JSSGP is working towards their fulfilment. In all LOAs between UNDP and beneficiary institutions, there is a provision for recruiting a minimum of 30% women to the staff positions. By the conclusion of the programme in June 2021, the percentage of JSSGP-funded female staff had dropped to 19% as a result of the reduction of overall staff numbers for sustainability. This is a concern and reflects the challenge of attracting qualified women to work in the security sector. Advertising posts is not enough, and active outreach is needed to increase the role of women in the security sector, including fast-tracking or the introduction of junior professional programmes that empower women in the sector. This is particularly relevant at the FMS level, where the programme struggled to secure good female candidates through advertising.

Proportion of gender specific outputs in Programme <sup>4</sup>	<b>Total no. of Programme Outputs</b>	<b>Total no. of gender specific Outputs</b>
	3	0
Proportion of Programme staff with responsibility for gender issues <sup>5</sup>	<b>Total no. of Staff</b>	<b>Total no. of staff with responsibility for gender issues</b>
	4	0

**Human Rights**

A commitment to Human Rights forms part of each institution’s ID&CB Plan. Specific human rights trainings are included as a substantial component of the ongoing trainings delivered or supported by the JSSGP.

Has the Programme included a protection risk assessment in its context analysis, including on gender issues, and taken measures to mitigate these risks to ensure they are not exacerbated or new risks	<b>Result (Yes/No)</b>
	Yes

<sup>4</sup> Gender Specific Outputs are those that are specifically designed to directly and explicitly contribute to the promotion of Gender Equality and Women’s Empowerment.

<sup>5</sup> Staff members are those contracted to undertaken work for the Joint Programme including full time staff, consultants, advisors, interns, etc. Staff members with responsibility for gender issues are those who have gender related activities included in their Terms of Reference.





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created?	
No. of Programme outputs specifically designed to address specific protection concerns.	<b>Result (Number)</b>
	0
No. of Programme outputs designed to build capacity of duty bearers to fulfil their human rights obligations towards rights holders.	<b>Result (Number)</b>
	3
<b>Other</b>	
Does the Programmes have a national cost-sharing component (i.e. funds and/or other resources provided by the FGS and/or FMS (including in-kind contributions)? (if 'Yes', describe below).	<b>Results (Yes/No)</b>
	No
Have FMS(s) been engaged in one or more of the following: design, planning, implementation, coordination and/or monitoring of the Joint Programme?	<b>Results (Yes/No)</b>
	Yes
<b>Describe nature of cost sharing:</b>	
N/A	
<b>Engagement with UNSOM/UNSOS</b> – The programme is a joint Programme with UNSOM ROLSIG, delivered by the Integrated SSR Section. UNDP and UNSOM engage and coordinate continuously for effective implementation of the programme.	
<b>Partnerships</b> - The programme has developed close partnerships with beneficiary security institutions at both FGS and FMS level, supported through regular meetings and consultations.	
<b>Communications &amp; Visibility</b> - The JSSGP releases regular communication updates to increase the visibility of its work. This includes frequent posts on the Security Sector Reform twitter handle and regular release of an SSR bulletin. The JSSGP and OPM developed a series of COVID-19 responses and awareness generation slides which are frequently used on social media.	
<b>Looking ahead</b>	
<p>JSSGP put in place the building blocks and processes for basic administration and accountability in key security line ministries. The extensive collaboration established with beneficiary institutions across the country enabled the creation and the function of important security coordination structures and produced knowledge and evidence that are key to developing the next generation of programmes in the security sector. The close collaboration with both line ministries and RSOs illustrated the fundamental issues of staff not being on the government budgets, but even in institutions with ample people listed as civil servants, many of them did simply not report work, while other ministries were practically being ran by a group of volunteers. The landscape in the public institutions has suffered greatly from the civil servants hiring freeze and the lack of meritocracy to rid institutions of non-performing staff. This makes it extraordinary difficult to build capacity in the institutions. To overcome the hiring freeze ministries have resorted to and benefitted from programmes like JSSGP that brought staff into the ministries the perform basic functions which risks creating dependencies. A future programme will need to look seriously into civil service reform as the basis for sustainable development Somalia’s security institutions.</p> <p>Due to delays with the elections, UNSOM-UNDP I-SSR Section presented a bridge project for 12 months that presents a bare minimum investment in beneficiary institutions to retain enough capacity to promote work around the STP and institutional development and capacity building. It is hoped that when a new federal government is in place that a new programme can be developed that tackles the issue of the federated structure and issues of civil service and dependency. In the meantime,</p>	



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investments in the FMS should be developed, not least the Federal Member States are the entities that are expected to deliver security and peace to their respective communities.

**Human interest story – N/A**



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**ANNEX 1. RISK MANAGEMENT**

Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
Risk of unstable security and rule of law situation is enduring in Somalia.	Security/Contextual Risk rating 8 (High)	4 (major)	4 (likely)	<ul style="list-style-type: none"> <li>On-going assessments of the security situation continue to be undertaken linked to progress reports on the implementation of the programme. For specific security threats, activities are contained to safer areas/issues in agreement with all major stakeholders.</li> <li>In coordination with UNDSS and security specialists, security mitigation measures continue to be applied in accordance to the security assessments.</li> <li>The programme activities are always well planned in advance (especially the ones outside the secured locations) to allow timely assessment of the situation and allocation of resources (security). Changes to planned activities are applied as and when required.</li> <li>Respective security teams within UNDP and UNSOM continue to monitor closely local and wider security matters.</li> </ul>
Possible delay of the constitutional review process – renders the consultations within FGS and FMS unnecessary.	Political/contextual Risk rating 6 (medium)	4 (major)	2 (unlikely)	<ul style="list-style-type: none"> <li>Tensions between FGS and FMS mean that at times the political situation rendered certain activities difficult to implement. In such cases, the scope of the programme was revised, and the activities are directed toward sensitizing the Security Select committees or Parliament on the security aspects of the new constitution.</li> </ul>
Political context – delay in or a lack of political decisions required to progress activities.	Political/contextual Risk rating 6 (medium)	4 (major)	2 (unlikely)	<ul style="list-style-type: none"> <li>Programme continues to encourage parties at the technical and governance levels to take decisions and actions to progress the activities.</li> </ul>
Lack of clarity on division of responsibilities amongst stakeholders	Programme/Operations Risk rating 4 (low)	2 (minor)	2 (unlikely)	<ul style="list-style-type: none"> <li>The programme continues to encourage close communication between different implementing partners, and endeavor to establish a clear division of labor through integrated frameworks and formal and ad hoc work plans. The MOD Partner’s</li> </ul>



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Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
				meeting is a prime example of good coordination.
Funding shortfalls and delays	Programme/Operations Risk rating 6 (Medium)	4 (major)	2 (unlikely)	<ul style="list-style-type: none"> <li>An SSR resource mobilization strategy has been developed and close consultations and engagement with the donor community to ensure there is enough funding for the priority activities within SSR Programme.</li> </ul>
Risk of the dependency of the JSSGP from other programmes/or developments such as slow implementation of JPP, CRESTA/A, Parliament, constitution etc.	Programme/Operations Risk rating 6 (Medium)	3 (moderate)	3 (possible)	<ul style="list-style-type: none"> <li>Close coordination and monitoring continue with other programmes/projects which may have a potential impact on the SSR programme to adjust the action/workplans and mitigation measures in accordance with the issues encountered.</li> <li>Regular meetings/discussions on common or dependency matters are being undertaken, to address the issues at an early stage.</li> </ul>
Lack of coordination among different stakeholders	Programme/Operations Risk rating 5 (Medium)	3 (moderate)	2 (unlikely)	<ul style="list-style-type: none"> <li>Regular coordination meetings and communications between different stakeholders and cross programmes continue which enhances wider coordination and cooperation and transparency.</li> </ul>
Lack of Organizational Structure and Staffing impacts programme implementation	Programme/Operations Risk rating 4 (Low)	2 (minor)	2 (unlikely)	<ul style="list-style-type: none"> <li>Some technical staff and advisors are included as part of the resource for the programme. Extra staff are mobilized for certain demanding activities.</li> </ul>
Limited Monitoring and evaluating tools available for programme implementation	Programme/Operations Risk rating 6 (medium)	3 (moderate)	3 (possible)	<ul style="list-style-type: none"> <li>The Monitoring within the programme is being complemented with monitoring tools of the M&amp;E project of Goal 16 for Somalia</li> </ul>
<b>Specific risks due to the COVID-19 Situation</b>				



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Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
Validity of the original assumptions and theory of change of the JSSGP	Programme/Operations Risk rating 5 (Medium)	4 (major)	1 (unlikely)	<ul style="list-style-type: none"> <li>The professionalization of the security sector governance institutions to deliver security services and provide civilian oversight is still the basic foundation of the JSSGP. In the current circumstances, increased focus is put on strengthening of security planning and crisis management by relevant Somali State authorities especially taking place through coordination, planning and response within the FMS.</li> </ul>
Change in national priorities and context	Programme/Operations Risk rating 5 (Medium)	4 (major)	1 (unlikely)	<ul style="list-style-type: none"> <li>There has been no change in the NSArch or the National Security Policy.</li> <li>The OPM JSSGP team have developed a CAS Coordination TOR and established a Secretariat under the OPM SAU with JSSGP supported advisors and civil servants to revitalize the stalled CAS Coordination Platform in close collaboration with the UN SSR Team. The CAS TOR shall be circulated for comments.</li> </ul>
Delay of programme implementation	Programme/Operations Risk rating 10 (High)	5 (High)	5 (High)	<ul style="list-style-type: none"> <li>Re-phasing of the activities and reprioritizing in terms of the timeline of the activities</li> <li>Implementation of Agreements is expected to be re-phased to Q3 and Q4 for most of the trainings.</li> </ul>
Risk of the dependency of the JSSGP by the government at FGS and FMS	Programme/Operations Risk rating 6 (Low)	4 (major)	2 (unlikely)	<ul style="list-style-type: none"> <li>Close coordination and monitoring with other programmes/projects which may have a potential impact on the JSSGP to adjust the action/workplans and mitigation measures in accordance to the issues encountered.</li> </ul>
Obstacles to implementation due to remote working arrangements	Programme/Operations Risk rating 9 (high)	4 (major)	5 (High)	<ul style="list-style-type: none"> <li>Increased use of virtual communication, provision of virtual platforms (e.g. Zoom) to government partners and piloting trainings online, thereby gradually strengthening the technological capacity of all JSSGP partners to continue programme implementation.</li> </ul>
Delay in or a lack of political decisions required to progress activities	Political Risk rating 8 (High)	4 (major)	4 (major)	<ul style="list-style-type: none"> <li>The JSSGP Programme will encourage parties at the technical and governance levels to take decisions and actions to progress the activities.</li> <li>Some of the activities affected may be accorded lesser priority and the programme reporting will reflect that. Technical level discussions shall be encouraged across all</li> </ul>



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Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
				institutions on a quarterly basis.
Potential health and safety, including exposure, risks for personnel working with implementing partners	Personnel Risk rating 7 (medium)	4 (major)	3 (possible)	<ul style="list-style-type: none"> <li>The government personnel were initially asked to work from home as per the decision of the Federal Government of Somalia. As per Mid-June, many government offices are gradually asking staff to return to their offices.</li> </ul>
Lack of resources for the COVID-19 response.	Resources Risk rating 7 (medium)	4 (major)	3 (possible)	<ul style="list-style-type: none"> <li>UNDP TRAC 3 resources is being utilized in support of SNA medical staff training and subsequently working with the IDP camps. Support public education and information dissemination regarding the risks, symptoms and prevention of COVID-19.</li> <li>This will improve the ability of the security institutions such as police and SNA to understand the communities needs and this engagement will hopefully remain after the pandemic.</li> </ul>
Potential reputational risks that need to be managed. Relationship between FGS and FMS.	Partnerships and external relations  Risk rating 7 (medium)	4 (major)	3 (possible)	<ul style="list-style-type: none"> <li>Innovative ways of working such as use of virtual meeting platforms have in fact increased the regularity of meetings between the FGS and the FMS at a low cost.</li> <li>Further a partnership building strategy is being drafted by OPM SAU with piloting of engagement with CSO to deliver community engagement services under the JSSGP.</li> </ul>
Potential issues of safety, security and well-being of personnel; issues of supply chain.	Risk of unstable security and rule of law situation Risk rating 8 (High)	4 (major)	3 (possible)	<ul style="list-style-type: none"> <li>Impacts from sustained remote working arrangements, travel restrictions. UN and national guidelines shall be adhered to.</li> <li>Procurement risks since local markets/supply chains could be changed. UNDP national staff available in Mogadishu and other locations to guide the processes.</li> <li>Pre - HACT assessment trainings are ongoing. The project staff shall provide technical support such as on job training to the government personnel on procurement principles such as value for money, preparation of RFQs, processes and requirements for every threshold of procurement in accordance with Somali</li> </ul>



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Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
				<p>procurement manual. These trainings have been planned for Q2.</p> <ul style="list-style-type: none"> <li>HACT assessment for MOD was undertaken using zoom online platform.</li> </ul>
Escalating security environment, e.g. riots, anti-UN rhetoric and/or attacks, increase in crime and impacts on staff.	<p>Risk of unstable security and rule of law situation</p> <p>Risk rating 7 (Medium)</p>	4 (major)	3 (possible)	<ul style="list-style-type: none"> <li>Potential effects of programming activities on security stability, including local non-acceptance or negative perception could be possible if there is prolonged period of COVID-19 and there is impact on the economy. On-going assessment of security situation will be undertaken linked to progress reports on the implementation of the programme. In the case of serious worsening of the national context, activities will be contained to safer areas / issues in agreement with all major stakeholders.</li> <li>In coordination with UNDSS and security specialist, security mitigation measures will be put in place in accordance to the security assessments.</li> <li>The programme activities to be well planned in advance (especially the ones outside the secured locations) to allow timely assessment of the situation and allocation of resources.</li> <li>Monitoring tools to be used by UNDP and UNSOM.</li> </ul>
Risk of corruption, badly drawn up contracts, unanticipated costs, substandard assets.	<p>Finance management</p> <p>Risk rating 6 (Medium)</p>	4 (major)	2 (unlikely)	<ul style="list-style-type: none"> <li>Challenges related to cash requirements and/or banking arrangements, particularly for remote areas such as supporting workshops in Dhusamreb or Jowhar could be problematic. However, cash teller system is still functional and also UNDP national staff can provide support with the cash transfer under the supervision of UNDP Finance Team.</li> <li>The project team will provide technical support to the ministry that will ensure segregation of duties and support the institutions to develop internal control framework to establish internal oversight.</li> </ul>
Risk of theft	<p>Assets</p> <p>Risk rating 6 (Medium)</p>	4 (major)	2 (unlikely)	<ul style="list-style-type: none"> <li>Asset management training shall be coordinated through the Joint Police Programme – for Ministries of Security at FMS, asset management training.</li> </ul>



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Risk	Risk Category	Impact	Probability	Mitigation Measures
		Low 1 / 5 High		
Slow reporting	Reporting Risk rating 6 (Medium)	3 (moderate)	3 (possible)	<ul style="list-style-type: none"> <li>The project staff and national coordinator will provide technical support to the RP staff on preparation of required reporting and its relevant templates.</li> </ul>
Uncertainties or constraints around planned M&E activities due to restricted movement and safety measures Risks related to existing or planned Third-Party Monitoring activities.	Monitoring Risk rating 6 (medium)	3 (moderate)	3 (possible)	<ul style="list-style-type: none"> <li>The traditional TPM will be paused. However, specific monitoring of meetings can be undertaken through use of photos with date/timelines and meeting minutes/reports. Also scrutinizing of financial and procurement documents will continue.</li> </ul>
Government failure to act on previous audit reports	Audit Risk rating 7 (medium)	4 (major)	3 (possible)	<ul style="list-style-type: none"> <li>Follow up through pre-HACT assessment trainings</li> </ul>





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**ANNEX 2. MONITORING AND OVERSIGHT ACTIVITIES**

Monitoring Activity	Date	Description & Comments	Key Findings / Recommendations
Programme oversight field monitoring visit		Pre-COVID, project visits to OPM/ONS/MOIS to review progress were conducted on a near-weekly basis, subject to availability of security. Since the onset of the COVID-19 pandemic, field monitoring missions have not been possible.	
Project Board Meeting	23 November 2020	Project Steering Committee meeting	Agreed that the government institutions and the JSSGP Team would develop work plan proposals for a 6-month transition period from 1 January to 30 June 2021 that would see a shift of focus from injection of staff resources to clear deliverables in order to reach strategic objectives in line with the government priorities and national security policy plans and address certain weaknesses in programme design and implementation.
Project Board Meeting	22 December 2020	Project Steering Committee meeting	Combined workplan for all beneficiary institutions was presented along with budgets, strategic objectives, and specific deliverables for each staff and institution. The 6-month workplan was discussed and endorsed by the PSC.
Third Party Monitoring Evaluation	Sept-Oct 2020	A Third-Party Monitor, contracted by UNDP to conduct surveys across the MoD, MoIS, all FMS MoSs, and all RSOs, completed interviews and surveys with senior figures in each institution and prepared a comprehensive report.	The report notes that despite some problems faced by the institutions, such as logistical, staffing and COVID-19 related challenges, the overall outlook is positive, with particular attention paid to the high level of understanding of roles and responsibilities and the effective coordination between the various institutions, and noting that further capacity building and training in line with the IDCBCPs will be



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			beneficial. (Please see Annex 4 for full report)
HACT Micro Assessment of Hirshabelle MOS	March 2021	Conducted by BTM	HACT Micro Assessment of Hirshabelle MOS
HACT Micro Assessment of Galmudug MOS	April 2021	Conducted by BTM	HACT Micro Assessment of Galmudug MOS
HACT Micro Assessment of Jubbaland MOS	May 2021	Conducted by BTM	HACT Micro Assessment of Jubbaland MOS
Final Project Board Meeting	July 2021	Project Steering Committee Meeting	Represented the formal closure of JSSGP



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**ANNEX 3. TRAINING DATA**

#	Start Date	End Date	Target Group	Participants			Location	Training Provider	Topics Covered
				M	F	Total			
1	19-Feb-19	20-Feb-19	Federal Government of Somalia Ministry of Internal Security	51	22	73	Mogadishu	UNDP-UNSOM Integrated SSR Team	Training on Gender Awareness and the Women, Peace and Security Agenda
2	15-Apr-19	17-Apr-19	Federal Government of Somalia Ministry of Internal Security, MOF	65	8	73	Mogadishu	UNSOM Human Rights and Protection Group Team, CPU, WPU, UNDP-UNSOM Integrated SSR Team	Human Rights
3	24-Jun-19	25-Jun-19	Federal Government of Somalia Ministry of Internal Security	82	25	107	Mogadishu	MOIS supported by UNDP-UNSOM Integrated SSR Team	Stress and Trauma management
4	21-Jul-19	22-Jul-19	Office of National Security and Regional Security Offices	26	4	30	Mogadishu	ONS supported by UNDP-UNSOM Integrated SSR Team	On Development and Capacity Building
5	25-Aug-19	26-Aug-19	Office of the Prime Minister, EU, UNMAS	15	7	22	Mogadishu	OPM Security and Justice Unit supported by UNDP-UNSOM Integrated SSR Team	On Development and Capacity Building
6	6-Oct-19	9-Oct-19	Federal Government of Somalia Ministry of Internal Security	46	19	65	Mogadishu	MOIS supported by UNDP-UNSOM Integrated SSR Team	MOIS Workshop on Code of Conduct/Introduction to Leadership/ID&CBP Review
7	12-Nov-19	13-Nov-19	The South-West State Ministry of Security	12	1	13	Baidoa	UNDP-UNSOM Integrated SSR Team	Workshop on Institutional Development and Capacity Building
8	18-Nov-19	20-Nov-19	Office of National Security and Regional Security Offices	25	4	29	Mogadishu	ONS supported by UNDP-UNSOM Integrated SSR Team	Workshop on Institutional Development and Capacity Building
9	2-Dec-19	3-Dec-19	Puntland Ministry of Security and	25	7	32	Garowe	UNDP-UNSOM Integrated	Workshop on Institutional Development and Capacity Building



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			Disarmament, Demobilization and Reintegration					SSR Team	
10	22-Jan-20	23-Jan-20	Ministry of Defence	19	7	26	Mogadishu	UNDP-UNSOM Integrated SSR Team	<ul style="list-style-type: none"> <li>• Key MOD actions and deliverables expected from the Security &amp; Justice Roadmap, the Mutual Accountability Framework and relevant FGS directives.</li> <li>• Concepts on governance and institutional reform and explain the role and priorities of the JSSGP.               <ul style="list-style-type: none"> <li>• Current structure and functions of the MOD.</li> <li>• Introduction to the concept and key components of an ID&amp;CB plan.</li> <li>• Developmental and personnel priorities of the MOD, and how these could be incorporated into the ID&amp;CB plan.</li> <li>• Trainings requirements essential for staff capacity development.</li> </ul> </li> <li>• Responsibilities and timeframe for the initial draft of the ID&amp;CB plan.</li> </ul>
11	15-Jun-20	16-Jun-20	Office of the Prime Minister - Security Advisory Unit	9	10	19	Virtual	UNDP-UNSOM Integrated SSR Team	<ul style="list-style-type: none"> <li>• Process for designing and planning SSR programmes</li> <li>• Importance of ensuring national ownership and sustainability.</li> </ul>
12	17-Jun-20	17-Jun-20	Office of the Prime Minister - Security Advisory Unit	6	10	16	Virtual	UNDP-UNSOM Integrated SSR Team	<ul style="list-style-type: none"> <li>• Key gender concepts</li> <li>• International and national gender frameworks</li> <li>• Importance of advancing gender equality as an integral part of the reform of the security sector.</li> </ul>
13	6-Jul-20	7-Jul-20	Galmudug Ministry of Security	11	2	13	Virtual	UNDP-UNSOM Integrated SSR Team	<ul style="list-style-type: none"> <li>• Process for designing and planning SSR programmes</li> <li>• Importance of ensuring national ownership and sustainability.</li> </ul>
14	8-Jul-20	8-Jul-20	Galmudug Ministry of Security	11	2	13	Virtual	UNDP-UNSOM Integrated SSR Team	<ul style="list-style-type: none"> <li>• Key gender concepts</li> <li>• International and national gender frameworks</li> <li>• Importance of advancing gender equality as an integral part of the reform of the security sector.</li> </ul>



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15	25-Aug-20	26-Aug-20	Hirshabelle Ministry of Security	5	1	6	Virtual	UNDP-UNSOM Integrated SSR Team	<ul style="list-style-type: none"> <li>• Concepts on governance and institutional reform and explain the role and priorities of the JSSGP.</li> <li>• Current structure and functions of the JL MOS.</li> <li>• Introduction to the concept and key components of an ID&amp;CB plan.</li> <li>• Key development priorities of the JL MOS, and how these could be incorporated into the ID&amp;CB plan.</li> <li>• Trainings requirements essential for staff capacity development.</li> <li>• Responsibilities for the initial draft of the ID&amp;CB plan.</li> </ul>
16	29-Aug-20	3-Sep-20	MOIS, OPM, MOD, BRA	16	5	21	Mogadishu	Civil Service Institute, UNDP-UNSOM Integrated SSR Team and Human Rights Protection Group	FGS Training of Trainers on Leadership and Management, Core Skills and Thematic Expertise
17	13-Sep-20	17-Sep-20	OPM	15	5	20	Mogadishu	Civil Service Institute, OPM ToT Participants	Training on Leadership and Management, Core Skills and Thematic Expertise
18	27-Sep-20	29-Sep-20	MOD	29	7	36	Mogadishu,	Civil Service Institute, MOD ToT Participants	Training on Leadership and Management, Core Skills and Thematic Expertise
19	5-Oct-20	11-Oct-20	MOIS	13	13	26	Mogadishu	Civil Service Institute, MOIS ToT Participants	Training on Leadership and Management, Core Skills and Thematic Expertise
20	31-Oct-20	5-Nov-20	FMS HS, GM, JL, SWS	14	1	15	Mogadishul /Virtual	Civil Service Institute, UNDP-UNSOM Integrated SSR Team and Human Rights Protection Group	FMS Training of Trainers on Leadership and Management, Core Skills and Thematic Expertise
21	7-Nov-20	12-Nov-20	OPM, MOD, MOIS, FMS HS, GM, JL, SWS	22	6	28	Mogadishu	Civil Service Institute, IFSA, Training Team	FGS and FMS Training of Trainers on Human Resources, Financial Management, Asset Management, Procurement
22	02 November 2020	27 November 2020	MOIS, MOD, Banadir Administration and OPM	9	5	14	Virtual	UN System Staff College	Decentralization concepts and legal frameworks, fiscal decentralization, participatory budgeting, sequencing of decentralization processes and their impact on the peace and conflict dynamics in post-conflict and volatile contexts
23	21-Nov-20	3-Dec-20	FMS GM	17	8	25	GM MOS Offices	GM MOS ToT Participants	Training on Leadership and Management, Core Skills and Thematic Expertise



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24	21-Nov-20	9-Dec-20	FMS PL	42	19	61	PL MOS Offices	PL MOS and expert consultants, funded by JSSGP	Training to improve capacity to exercise oversight of its services, agencies and departments through increased professionalism
25	2-Dec-20	9-Dec-20	FMS SWS	23	2	25	SWS MOS Offices	SWS MOS ToT Participants	Training on Leadership and Management, Core Skills and Thematic Expertise
26	20-Mar-21	29-Mar-21	MOS&DDR and Sub offices	16	6	20	Bosasso	JSSGP Advisors	Extensive comprehensive training package to suboffices. Objective to enable regional offices in Puntland MOSDDR to obtain capacity and develop knowledge to exercise oversight of regional security forces, services and agencies. Improve staff capacity to coordinate with security forces in providing safety and security to communities. To facilitate trust building between security forces and communities to reduce crime. Members trained on security analysis reporting, legal and human rights. Finally, administration, reporting, finance.
27	8-May-21	10-May-21	OPM SAU	18	7	27	Mogadishu	JSSGP Advisors	Security Management, Report Writing and Financial Management including planning, budgeting, accounting, financial reporting, internal control both internal audit and external audit, Procurement, and disbursement of funding.
28	18-May-21	19-May-21	Police, Justice Actors and Civilian Groups			30	Baidoa	RSO	Training on Civilian Oversight & Management for south West state Police, Justice and Civilian society groups in Baidoa.
29	22-May-21	20-Jun-21	MOIS	16	4	20	Mogadishu	Total solutions, Vision and Gabbaldeya	Policy & Legal and Development & Planning departments. Induction training, collective training and individual on the job training with a validation exercise at the end.
30	22-May-21	27-Jun-21	MOS SWS, Police Officers Southwest Election Security Task Force. Members from selected parliamentary subcommittees and civil society to some of the training sessions.	19	6	25	Baidoa	TOT and OPM mobile training team	12 trainings were delivered on: Electoral Security Support/coordination, implementation of the STP, SSR and strengthening of MOIS through institutional development and capacity building. Strategic Planning exercise. Also threat assessment, NPM, JPP outputs, SWS police priorities 2021, and detailed overview of police oversight issues (including prisons). Community oriented policing. Human Rights. Constitution. Leadership and Management. Civil service. M&E. Gender and WPS agenda. Financial management.
31	24-May-21	28-May-21	MOS&DDR	32	7	39	Garowe	OPM	Training on SSR, coordination mechanisms, strategic planning and communications systems. Assessment or ministerial progress.
32	31-May-21	7-Jun-21	MOS Hirshabelle	20	5	25	Jowhar	JSSGP Advisors	Communications, conflict resolution, asset management. Deeper understanding of roles and responsibilities and individual Terms of Reference.



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33	31-May-21	16-Jun-21	MOS Galmudug, Police, NISA, CID, Election Task Force, STP advisors, NGOs, community leaders, youth, women's organizations	34	7	41	Dushareme b	JSSGP Advisors, OPM Training Team	Thematic training by OPM team, Security Training namely SSR, STP, Electoral Security. Strategic Communications training, strategic planning, M&E. Office management, proposal and report writing, communications. Gender. Asset management
34	5-Jun-21	5-Jun-21	MOS Jubaland and Police	52		52	Kismayo	Coordination meeting	Security Update. Updates on operations against AS in Middle Shabelle. Discussions around security and elections. Discussions on coordinated patrolling. Discussions about community engagement. Discussions on improving better coordination. Discussion on the STP implementation. Action Points: Monthly coordination meetings to be conducted every first week of the month. Preparations for the upcoming operation to liberate Jannai abdalla and xagar districts. Women's representation in this forum was zero. The Ministry pledges to be more inclusive in future events.
35	7-Jun-21	8-Jun-21	Galmudug Parliament	18	2	20	Mogadishu, AAIA	UNSOM	Security Framework: Defense Reform and STP. Federated Police Model, Galmudug Police Plan and integration. NASrch, CAS and S&J Committee. Oversight role of the Parliament. Overview of the 2021 Federal Government State Budget. Representation Role of the Parliament, Representation & constituent relations. Reconciliation efforts in Galmudug. Legislative role of parliament. How to analyze draft legislation. Gender, SSR and WPS Agenda.
36	9-Jun-21	9-Jun-21	MOIS Jubaland, Police, CSOs, Community leaders	139	61	200	Kismayo, Jubaland	MOIS Jubaland organized	Police and Community relations. Community focal points in the Police. Preparations for a hotline for incidents reporting. The importance of guaranteeing Human Rights by Police.
37	13-Jun-21	25-Jun-21	ONS and RSOs				Mogadishu and 5 FMS	ONS consultants conducted the assessment	The report will provide overview of where the country is in terms of the implementation of the STP and the Somali National Architecture across the country. It will highlight gaps and provide recommendations on critical areas of engagement
38	15-Jun-21	23-Jun-21	MOS Hirshabelle	19	6	25	Jowhar	Ministry of Planning	Leadership skills and Management and Administration
39	19-Jun-21	20-Jun-21	OPM, MoWHR, MOD, MOIS, SNA, Police, Custodial Corps, NISA, Immigration, BRA	5	30	35	Mogadishu	Facilitator OPM SAU	Develop the capacity of security institutions, especially gender focal points, female officers etc. to implement and monitor gender-responsive projects and initiatives; Strengthen awareness and capacity of security institutions in FGS level for policy dialogue and resources mobilization; Positions, the roles and level of participation of women in security institutions and the role of SSR. Action point: to develop long term strategic plan to improve women's participation. Facilitate gender sensitive policies with women's involvement in



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									the development.
40	19-Jun-21	24-Jun-21	MOD	34	6	40	Mogadishu	MOD Directors and staff, JSSGP funded advisors that received TOT in 2020 and OPM Training team	A comprehensive training package covering subjects from Leadership and management, administration, report writing, SSR, Human rights.
41	19-Jun-21	28-Jun-21	MOSDDR	25	6	19	Galkayo	JSSGP funded advisors	Role and responsibilities in ensuring the regional security officials are well briefed on their mandate in collaborating with Ministry of Security in improving the security situation in their respective regions. The topics included Security Analysis and Reporting, Community Policing and Human Rights, Financial Management, Office Administration and Management.
42	22-Jun-21	22-Jun-21	MOIS Jubaland, Ministry of Women and Children and Human Rights, Ministry of Justice, Ministry of MoIFR, Jubaland Army, Governor Lower Juba Region, Governor Middle Juba Region, CSOs, Religious Leaders, Women's association, Youth group	158	62	220	Kismayo	Security consultation forum	Enhancement of security in the state. Promulgation of a new security strategy for the state. Encouragement of Community Groups to participate in discussions around security. Action to create security focal points from community groups. MOIS to establish mechanisms to work with communities to address any injustice of violations of security forces.
43	27-Jun-21	27-Jun-21	MOS Jubaland, NGOs and Police, Ministry of Planning, Governor of Lower Juba Region, Ministry of Interior, Office of District Commissioner	16	164	180	Kismayo	Community dialogue	Purpose: NGOs to discuss their security challenges that inhibits them from expanding into areas outside of Kismayo Town. Action: establish regular communication between MOIS, Police and NGOs. Create awareness to police that they cannot benefit from NGOs distribution into vulnerable communities. Coordination with all line ministries. Sensitizing police on how they need to work and serve communities. Assessment will be done on accessibility. One serious criticism was lack of female attending. It is something that needs to be better planned with greater outreach in the future.
44	27-Jun-21	29-Jun-21	OPM	15	5	20	Mogadishu	JSSGP funded advisors	MS Office Packages, MS Word, Excel, Power Point and introduction to wider use of IT
<b>TOTAL</b>				<b>1,251</b>	<b>586</b>	<b>1,867</b>			





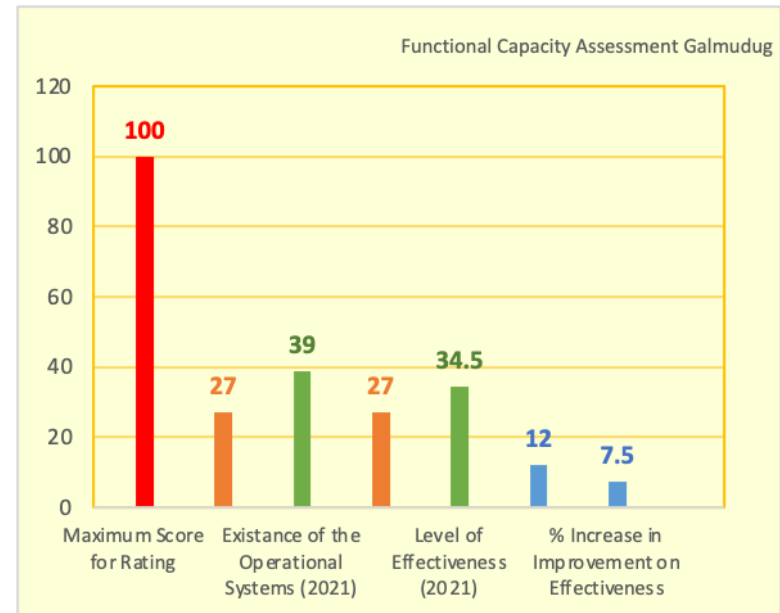
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**ANNEX 4. FUNCTIONAL CAPACITY ASSESSMENTS - SUMMARY**

The purpose of the capacity assessments was to measure the progress the institutions made on implementing and improving their target functions throughout the duration of the programme and to identify the existing gaps.

**Ministry of Internal Security Galmudug**

- Functional capacity status in terms of establishment facilities and managements systems increased by 12% (from 27% in June 2019 to 39% in June 2021).
- Functional capacity status in terms of adopting and use of established facilities and managements systems increased by 7.5% (from 25.5% in June 2019 to 34.5% in June 2021).
- Role of the JSSGP Advisors in terms of mentoring and on the job training of civil servants could have impacted positively on improving functional capacity of MOIS Galmudug.
- Political commitment to reform by Ministers and DG might have contributed to the improved capacity.



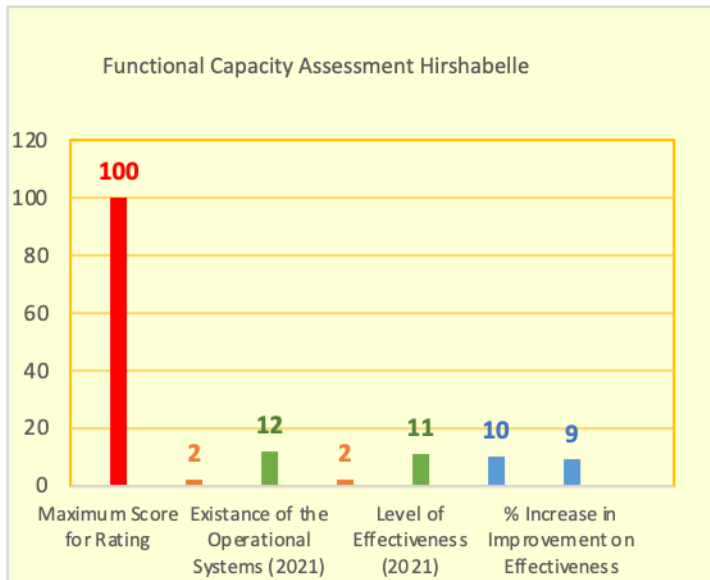
**Ministry of Security in Hirshabelle**

- Functional capacity status in terms of establishment facilities and managements systems in Hirshabelle increased by 10% (from 2% in June 2019 to 12% in June 2021).



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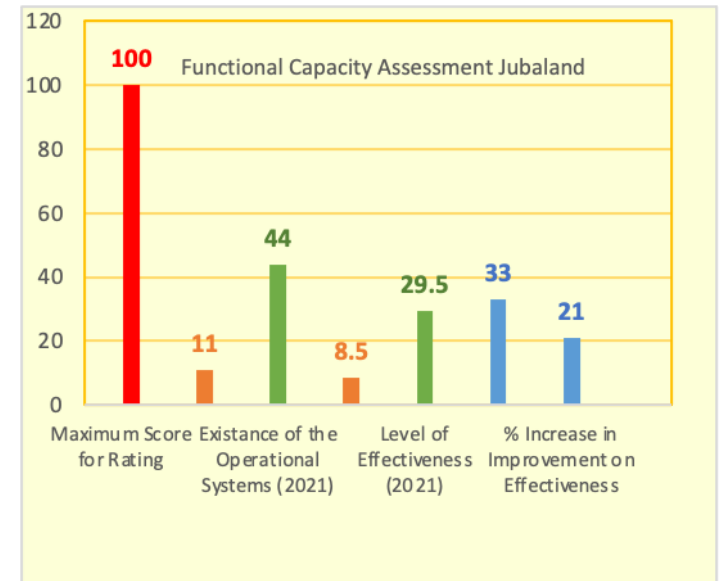
- Functional capacity status in terms of adopting and use of established facilities and managements systems increased by 9% (from 2% in June 2019 to 11% in June 2021).



- Role of the JSSGP funded advisors in terms of being the only staff impacted heavily on improving functional capacity of ministry.

**Ministry of Security in Jubaland**

- Functional capacity status in terms of established facilities and managements systems increased by 33% (from 11 in June 2019 to 44% in June 2021),



- Functional capacity status in terms of adopting and

use of established facilities and managements systems increased by 21% (from 8.5% in June 2019 to 29.5% in June 2021).

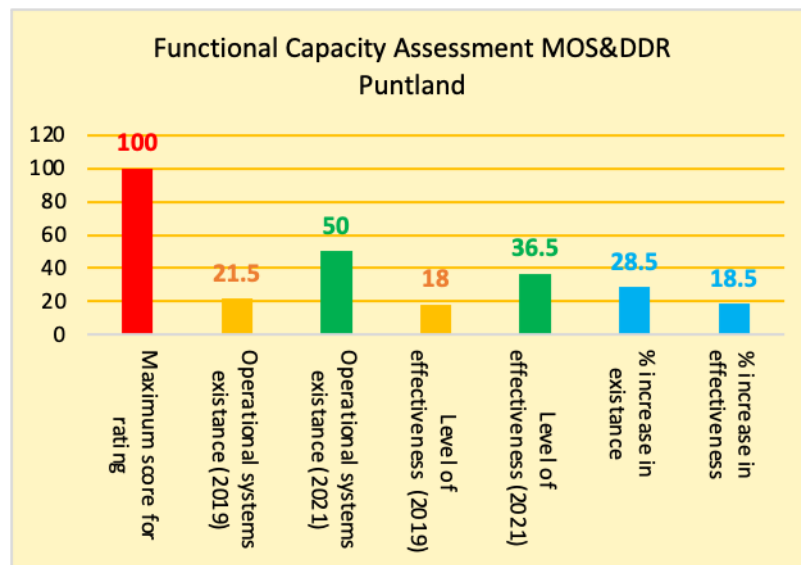
- Role of the JSSGP Advisors in terms of mentoring and on the job training of civil servants, representation and facilitation in technical forums and lobbying technical and funding support could have impacted positively on improving functional capacity of MOIS Jubaland.



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Ministry of Security & DDR Puntland

- MOS&DDR Puntland saw improved office premises and facilities as well as improved coordination and collaboration with other security sector stakeholders.
- Self-evaluation outcome revealed 52.5% when it comes to the existence of operational systems and 43% with regards to effectiveness. The FMS OPM team noted similar outcomes or 50% the existence of operational systems and 36.5% when it comes to effectiveness in implementing the ministerial mandate.
- The Civil Service Commission was invited to screen, verify and evaluate existing MOIS staff. Out of 59 staff on payroll, 23 nonperforming staff were laid-off; 17 new technical staff recruited including 11 undergraduate interns and 1 postgraduate (6 female-50%).
- Current total staff 53 out of which 17(32%) are female while 8 advisors recruited including 1 female supported by UNDP-JSSGP.
- The ministry has been gradually introducing meritocracy into the ministry. There is now capacity for policy and legal review due to the recruitment of graduate interns with legal academic background



Ministry of Security in South West State

- Since the assessment in 2019, the SWS MOIS developed an organizational structure relevant to their functionality but only partially implemented due to limited resources. The ministry has developed the vision, mission statement and objectives of the institution and has staff members allocated to departments as outlined in the organizational structure.
- In the assessment in 2019 the ministry was hosted at the Governor’s statehouse facility due to lack of official office facilities. By 2021 the ministry had acquired a 6-room office facility, well furnished with furniture and IT equipment (computers, printers, scanners) funded by JSSGP.

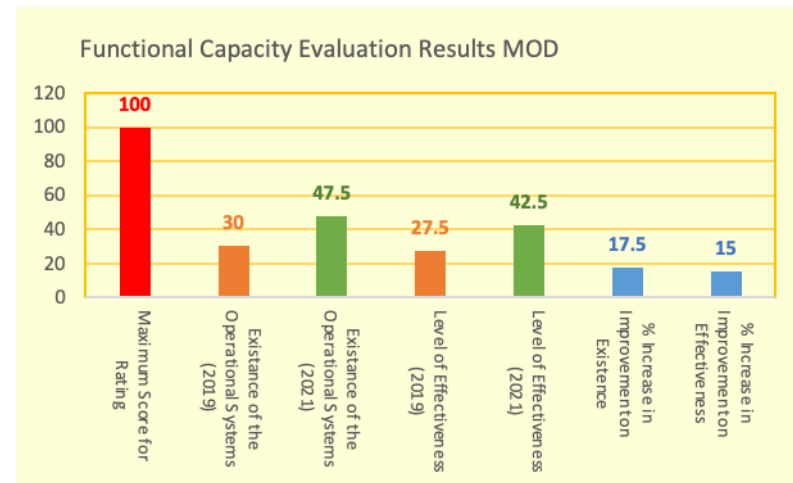


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- The offices were found to have effective documentation and filing systems.
- The ministry was remarked as having improved security coordination, collaboration, and cooperation with line ministries in the State and with FGS institutions.
- The ministry's institutional establishment Act was approved by the Federal Member State parliament.
- The MOIS has increased its staff from five in 2019 (The Minister, Deputy Minister, Director General, and two volunteers — one being female) to 31 in 2021 including four female staff members: five of the core staff members are civil servants funded by the World Bank.

### Ministry of Defense

- Functional capacity status in terms of establishment facilities and management systems increased by 17.5% (from 30% in June 2019 to 47.5% in JUNE 2021)
- Functional capacity status in terms of adopting and use of established facilities and management systems increased by 14.5% (from 28% in June 2019 to 42.5% in JUNE 2021)
- Role of the JSSGP Advisors in terms of mentoring and on the job training of civil servants impacted positively on improving operational capacity of MOD





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## ANNEX 5: EQUIPMENT AND CONSTRUCTION/REFURBISHMENT

Furniture and equipment delivered to FGS Ministry of Internal Security in 2019

S/N	QTY	Item description
1. 1	4	Office chairs
2. 2	4	OFFICE (L SHAPE) TABLE (160*180 CM)
3. 3	4	BOOK SHELF (25*270) VIP 3 DOOR
4. 4	4	SOFT SEAT
5. 5	8	OFFICE TEA TABLE (50 *70 CM)
6. 6	4	CARPET
7. 7	5	COAT HANGER
8. 8	10	OFFICE (L SHAPE) TABLE (140*160 CM)
9. 9	10	BOOK SHELF (25*170) VIP 2 DOOR
10. 10	16	OFFICE CURTAINS (DAAH XAFIISEED) (2.10 MT)
11. 11	4	OFFICE CURTAINS (DAAH XAFIISEED) (4.10 MT)
12. 12	10	WORKSTATION (2 PEOPLE)
13. 13	1	MEETING TABLE (20 PEOPLE)
14. 14	20	MEETING CHAIR
15. 15	1	TABLE TV



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16. 16	2	TABLE RECEPTION 1.6 cm
17. 17	2	NOTICE BOARD
18. 18	4	CHAIR WAITING 3 PERSONAL
19. 19	1	LG AIR COORDINATION 24 SIZE
20. 20	2	LG AIR COORDINATION 18 SIZE
21. 21	12	LG AIR COORDINATION 12 SIZE
22. 22	4	HOT AND COLD-WATER DISPENSER
23. 23	3	LG TV SCREEN 75 INCH
		USD 48,924

**Equipment delivered to FGS Ministry of Internal Security in 2019**

S/N	QTY	Item description
1	15	HP/27" Intel Core i7, 8GB RAM/ 1TB HDD all in-one Desktop
2	10	HP Desktop 27" Intel Core i7, 8GB RAM/ 1TB HDD Desktop Hp Monitor 18.5 inch
3	25	USP 1500VA
4	15	Printer Epson L382
5	10	Printer HP LaserJet M426DN/400 black Enterprise



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6	30	Toner 226A
7	2	Printer Epson L1300 Colour Warless
8	1	Fingerprint Time Attendance System
9	2	External HDD 1TB
10	20	Antivirus Kaspersky Internet Security Double User 2019
11	15	Power Extraction 8 ports
12	2	WIFI Wireless
13	1	Cisco 16 Ports
14	9	CCTV CAMERA INDOOR IP 8MP
15	6	CCTV CAMERA OUTDOOR IP 8MP
16	6	CCTV CAMERA ZOOM
17	1	DVR 32 CHANNEL FOR 8MP CAMERA
18	9	CABLE CCTV
19	30	CONNECTORS
20	1	POWER SUPLY
21	1	16 CHANNEL POE SWITCHES
22	1	INISTATION 3 PERSONAL
23	30	SHATTER RESISTANT FILM FOR ALL WINDOWS



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USD 49,715

**Equipment delivered to Police HQ HR Department in 2020**

S/N	QTY	Item description
1	4	Desktop All in One 25 inch" Intel Core i7, 8GB RAM/ 1TB HDD Desktop
2	2	PRINTER Laser Jet Pro MFP COLOR Printer, Scanner/Copy Machine and Fax
3	4	USB Battery 500 W
		USD 4,440

**Equipment and furniture delivered to FGS MOIS in 2021**

S/N	QTY	Item description
1	21	Lenovo/Desktop
2	2	Printer HP LaserJet Printer Copy Scan C4500
3	2	Laptop Core 13 1TB RAM8 GP Monitar 15 Inch
4	2	Printer HP LaserJet MFP M280N Enterprise
5	1	Wall Mounted Monitor Screen





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6	24	Integrated Workstation (One person)
7	25	Three Door Integrated Bookshelf and Storage Unit
8	26	Officer Chair
9	4	Office Notice Board
10	2	Projector
11	20	Cartridge toner C4500
12	8	LG Air Condition Unit
13	3	L Shaped Desk /Desk (180 cm)
14	2	USP 1500VA Power Surge protection
15	1	Fargo Dual Side ID card Printer
16	10	Ink film HD Fargo Printer ID Cartridge
17	2	Internal Security Monitoring Camera
18	1	VHF Radio Base station
19	12	Handheld VHF Radio
20	10	Binding Plastic sheet Multi color (multi pack)
21	10	Slider Binders SA 12MM (multi-Pack)
22	100	Office File folders Lever Arch files
23	4	Desk try



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24	4	Pen holder
25	8	Envelope A4 White Color
26	10	A4 Paper
		USD 68,121

**Equipment and furniture delivered to Ministry of Security in Southwest State in 2020**

S/N	QTY	Item description
1	4	Executive Office Desk
2	6	Executive office Chairs
3	3	Metal filing cabinet
4	7	Desktop Computers (all in one KCT Brand)
5	2	Laptop Computer HP brand
6	1	Laser printer HP brand, LaserJet Pro. MFP M281 FDW
7	8	USP
		USD 12,000

**Furniture and equipment delivered to Ministry of Internal Security Galmudug State**

S/N	QTY	Item description
1	2	Office chairs executive



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2	8	Guest/meeting Chairs
3	1	Upholstered seat adjustable
4	1	Mental file cabinet lockable
5	3	Office desks L-shaped 1.6m
6	1	Office desks L-shaped 1.8m
7	1	Four persons workstation with 4 chairs
8	4	HP Color LaserJet BroFPM277DW Ink
9	20	A4 Papers
10	2	Envelop A3
11	2	Stamp Ink
12	3	Envelop A4
13	5	Stapler
14	1	Staples
15	4	Puncher
16	4	Office Try
17	4	Desk Organizer
18	4	Pin Remover
19	5	Correction Pen
20	2	External hard desk (Transcend) 1000GB
21	4	Flash 16GB
22	2	White Board
23	8	Alba files
24	4	Attendance Small Files
25	4	Duster
26	4	Dust pin
27	4	Calculator
28	10	Power Extension
29	4	Office tray with three folders
30	4	Desk organizer - medium size
		USD 7,380



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Office Construction/Renovation Support Provided to FGS/FM Security Institutions

S/N	Partners Name	Support Provided	Total Cost in USD
1	Office of National Security (ONS)	Construction for dining room and three toilets and officer corridor	38,500
2	Ministry of Security & DDR (MOSDDR) PUNTLAND  18 offices, 8 toilets, decoration of ministry office and meeting hall, construction of 72m perimeter wall with main gate, construction of security room, rehabilitation of 64 perimeter wall by increasing 1m high, and construction of 500m interlock in the compound.	Renovation of the Ministry premises	30,602.25